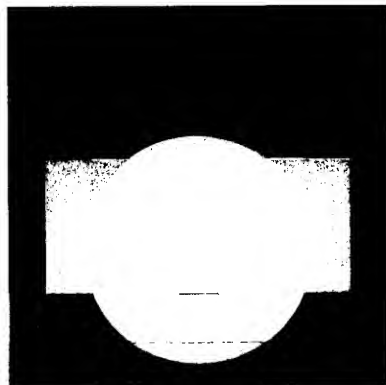




**Aspen Institute for Humanistic Studies**

# **The Aspen Institute Executive Seminars 1980–81**



## **The Executive Seminars**

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"As I look back over the past twenty-five years of my life, the single most significant experience which influenced my succeeding activities was my first two-week participation in the Aspen Institute Executive Seminar Program."

Gaylord Freeman, former Chairman of the Board,  
First National Bank of Chicago

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### **The Purpose:**

For 30 years, the core of the Aspen Institute has been and remains the Executive Seminars. Senior corporate executives who enroll in one of these seminars commit themselves to two weeks of intensive study, discussion and interaction with their peers from business and with leaders from other sectors of society worldwide.

The major purpose of the Executive Seminars is to provide corporate decision makers with important insights and analytical tools different from those of traditional management training. The seminars are oriented toward senior corporate officers' deepening concern with the world around them and the rapidly evolving role and responsibilities of business leadership. We know of no comparable program.

### **The Concept:**

The Executive Seminars' fundamental concept is that value considerations—whether explicitly stated or unconsciously assumed—provide the basis of most significant decision making, and that an understanding of these considerations is essential for effective management.

### **The Focus:**

Today's corporate executive works in a business environment where pressures from foreign and domestic governments, including legislatures and regulatory agencies; from labor; and from consumer, environmentalist and other public interest groups are unprecedented and intensifying.

The swift rate of change—economic, political, social and cultural—makes the task of management increasingly complex. To react effectively to today's pressures and to assume the responsibility of anticipating and helping to guide change, the business leader needs to comprehend not only his or her own personal and

institutional value systems, but also the value systems of those with differing points of view.

**The Format:**

The format of the Executive Seminar, like its purpose, is distinctive. Each seminar has 20 to 25 participants, of whom two-thirds are corporate executives. The others are leaders from government, labor, law, education, communications, the arts, the sciences, and the humanities, from the United States and abroad.

Each seminar group is guided by one or two experienced moderators. The group convenes for structured discussion every weekday morning and during several afternoons for two weeks.

**The Issues:**

The discussions center on fundamental issues such as the changing perceptions of justice, freedom, equality and property; the shifting relationships among individuals, corporations, other institutions and the state; the tensions between power and morality and between efficiency and fairness, and the nature of moral leadership. The issues also touch on corporate legitimacy and social responsibility, third-world self-determination, the proper role for technology in society and the place of dissent in the social contract.

**The Readings:**

The basis for these discussions is a specially prepared anthology of major writings from the past and present. The Readings provide the participants with a shared focus for discussion. The selections encompass the essential thoughts of human experience and challenge the participants to relate to perennial concerns as well as to each other. The authors range from Plato, Aristotle and Mencius to Thomas Jefferson, Rousseau, Machiavelli and Karl Marx; from T.S. Eliot to Franklin D. Roosevelt and Martin Luther King; from Adam Smith to Mohandas K. Gandhi.

**The Context:**

In addition to attending the seminar sessions, participants in the Executive Seminars are encouraged to share in the network of ideas, individuals and institutions represented at the Aspen Institute by leaders from a wide range of disciplines. Interaction with the participants in other Institute programs is facilitated by public lectures, informal roundtables and commons-room dining arrangements.

### **The Moderators:**

Moderators are responsible for maintaining the intellectual quality of the seminar discussion, creating group cohesion and promoting the seminar's openness and candor. Recent moderators have included:

**Mortimer J. Adler**  
Director, Institute  
for Philosophical Research

**Cyril E. Black**  
Director, Center for International  
Studies, Princeton University

**Thornton F. Bradshaw**  
President  
Atlantic Richfield Company

**Lisle C. Carter, Jr.**  
President, University of the  
District of Columbia

**Douglass Cater**  
President  
The Observer International

**Mohamed El-Zayyat**  
Former Egyptian Foreign Minister  
Cairo, Egypt

**Nell Eurich**  
Senior Consultant  
International Council for  
Educational Development

**Patrick J. Hannifin**  
Vice Admiral, USN (Ret.)  
Former Director of Staff  
Joint Chiefs of Staff

**Richard M. Hunt**  
Director of Program  
Andrew W. Mellon Faculty  
Fellowships in the Humanities  
Harvard University

**Sidney Hyman**  
Professor of Criminal Law  
University of Illinois

**Lionel Landry**  
Executive Vice President  
The Asia Society

**Morris Lasker**  
United States District Judge  
Southern District of New York

**William Lee Miller**  
Director  
Poynter Center  
Indiana University

**Norval Morris**  
Julius Kreeger Professor  
of Law and Criminology  
University of Chicago Law School

**Bill Moyers**  
Editor-in-Chief  
Bill Moyers' Journal  
WNET/13

**Zygmunt Nagorski**  
Vice President  
Lehrman Institute

**John C. Sawhill**  
U.S. Deputy Secretary  
of Energy

**Donald P. Shaw**  
Colonel, U.S. Army  
Director, U.S. Army  
Military History Institute

**Sir Huw Wheldon**  
Chairman  
London School of Economics

**Adam Yarmolinsky**  
Counsel—Kominers, Fort,  
Schlefer & Boyer  
Washington, D.C.

### **The Participants:**

Included among workshop and seminar participants at the Institute in 1979 were members of the United States Government including Supreme Court Justices and Federal Judges, Senators, Members of Congress and key legislative staff, Cabinet and sub-Cabinet officers; foreign ministers, parliamentarians, and ambassadors; senior military personnel; artists, scholars, and scientists; university presidents and distinguished faculty; labor leaders, and executives of foundations and other private not-for-profit organizations.

A special effort is made to involve women, youth, minorities and grassroots leaders.

**A Selection of Non-business Participants  
in Recent Executive Seminars**

**William Aramony**  
National Executive  
United Way of America

**H.R.H. Prince Bandar  
Bin Sultan Al Sa'ud**  
Major, Saudi Royal Air Force  
Dhahran, Saudi Arabia

**Jonathan Bingham**  
United States Congress

**Rodrigo Botero**  
Former Minister of Finance  
Colombia

**Brenda Brimmer**  
Executive Director  
MS. Foundation

**Jose Cabranes**  
General Counsel and Director  
of Governmental Relations  
Yale University

**Richard C. Clark**  
Ambassador-at-Large and  
U.S. Coordinator for Refugee Affairs

**Alice Daniel**  
General Counsel  
Legal Services Corporation

**Thomas Ehrlich**  
Director  
Planning Office  
International Development  
Cooperation Agency

**Willard Gaylin, M.D.**  
President, Institute of Society,  
Ethics, and the Life Sciences

**Caryl Haskins**  
Chairman, The Carnegie Corporation

**Alexander Heard**  
Chancellor  
Vanderbilt University

**Alexis Herman**  
Director, Women's Bureau  
U.S. Department of Labor

**Carl Holman**  
President  
National Urban Coalition

**Richard C. Hottelet**  
United Nations Correspondent, CBS

**Damon J. Keith**  
United States Circuit Judge  
Court of Appeals, Sixth Circuit

**Stuart Loory**  
Managing Editor  
*Chicago Sun-Times*

**Vilma Martinez**  
President and General Counsel  
Mexican American Legal Defense  
and Education Fund

**Menachem Milson**  
Professor of Arab Literature  
Hebrew University, Jerusalem

**Archibald R. Murray**  
Executive Director  
The Legal Aid Society of New York

**Bess Myerson**  
Consumer Consultant

**M. Said Nabulsi**  
Governor  
Central Bank of Jordan

**Mitsugu Nakamura**  
President  
*Asahi Evening News*, Tokyo

**Dorothy W. Nelson**  
Dean, School of Law  
University of Southern California

**Sadako Ogata**  
Director, UNICEF

**Edith B. Phelps**  
National Director  
Girls Clubs of America

**David Rothenburg**  
Executive Director  
The Fortune Society

**Stephen I. Schlossberg**  
Director, Governmental and Public  
Affairs, United Auto Workers

**John Paul Stevens**  
Associate Justice  
United States Supreme Court

**Donald M. Stewart**  
President, Spelman College

**J. B. Stockdale**  
Vice Admiral, USN  
President, The Citadel

**Lionel Tiger**  
Director of Research  
Harry Frank Guggenheim Foundation

**Donald Gilchrist Treford**  
Editor, *The Observer* of London

**James Twitty**  
Painter

**Richard von Weizsacker**  
Member of the German Parliament

**Osamu Watanabe**  
Executive Director  
Japan Trade Center

**Sarah Weddington**  
Special Assistant to the President  
The White House

**Sahabsada Yaqub-Khan**  
Ambassador of Pakistan to U.S.S.R.

**The Settings:**

In 1980 and 1981, the Executive Seminars will be offered at an unprecedented variety of dates and locations. Summer activity in Aspen, Colorado, will be extended into late spring and early autumn and the schedule of winter seminars in Aspen will be expanded.

We shall continue to hold seminars at the Aspen Institute's facility on the Big Island of Hawaii and shall offer them in 1980 for the first time at Wye Plantation near Washington, D.C. and at Winrock, Arkansas.

**The Fee:**

The fee for each Executive Seminar is \$4000 per participant, or \$4500 if accompanied by a second person, and includes lodgings and meals. Fees can vary at locations abroad. More elaborate housing or extra space for children is available at an additional cost; and many participants, particularly in Aspen during the summer, come with their families.

**Participation by Couples:**

From its inception, the Executive Seminars have encouraged participants to attend with their spouses, who are invited to audit seminar sessions and other Institute activities. In recent years, interested spouses have been able intermittently to join the discussion at the seminar table as well as to involve themselves fully in all aspects of the Institute's program outside the seminar room. This policy of participation by couples will be continued in most 1980 sessions.

In addition, two experimental Executive Seminars will be introduced in 1980 in which both the executive and the spouse may be enrolled as full participating members. This innovation will enable the corporate couple to share a significant intellectual and social experience.

These experimental sessions will be held in Aspen July 6-19 and August 17-30. In the July seminar, both members of the couple will be in the same session; in August, they will be in different but concurrent sessions. In every other way, the format and content of the Executive Seminars will be retained. The fee for the experimental session is \$6500 per couple.

## **Corporation and Society Seminars**

### **The Focus:**

The Corporation and Society Seminar is the major new element in the Aspen Institute Executive Seminars. This seminar focuses on an explicit and in-depth examination of the role of the corporation in relation to other sectors of society and to society at large.

### **The Format:**

The Corporation and Society Seminars follow the two-week format of the Executive Seminars with discussions based on significant writings from the past and present. Although substantial proportions of the texts are drawn from contemporary sources, the orientation of The Corporation and Society, reflecting that of the Executive Seminars, re-examines perennial human concerns and their relationship to responsible management in today's corporate environment.

Beginning in 1980, The Corporation and Society Seminar will be offered in two formats: a traditional two-week meeting with sessions running from Monday through Saturday mornings and one afternoon a week; and an "intensive" session with the curriculum condensed into eight days. The fee for both formats is the same.

### **The Issues:**

This seminar is concerned essentially with questions of corporate legitimacy and governance. It explores the place of the corporation in the contemporary environment and the interactions of the corporation with other major societal institutions, including government, the media, organized labor, the community and the family. It raises issues related to inflation, energy, job enrichment and national planning. It also examines the relation of the corporation to its various constituencies, among them, shareholders, directors, executives, employees, consumers and the public.

### **The Readings:**

The texts are oriented toward the intersection of corporate issues and human values; they are drawn from authors such as Daniel Bell, Kenneth Boulding, Douglas Fraser, John Kenneth Galbraith, John W. Gardner, Robert Heilbroner, George Cabot Lodge, Michael Maccoby, Ralph Nader and Daniel Yankelovich.

**The Context:**

Participants in the Corporation and Society Seminars have the opportunity – through public lectures, informal roundtables and commons-room dining arrangements – to interact with the participants in other Institute programs.

**The Moderators:**

Moderators for the Corporation and Society Seminars in 1978 and 1979 have included:

**Jack Conway**  
Senior Vice President  
United Way of America

**Frank Ikard**  
Former President  
American Petroleum Institute

**William Eberle**  
President, United States Council  
International Chamber of Commerce

**George McGhee**  
Director, Mobil Oil Corporation,  
Procter & Gamble, TWA

**Gaylord Freeman**  
Honorary Chairman and Director  
First National Bank of Chicago

**Leonard Silk**  
Economic Writer  
*The New York Times*

**Victor Gotbaum**  
Executive Director, District Council 37  
American Federation of  
State, City, and Municipal Employees

**Gus Tyler**  
Assistant President  
International Ladies'  
Garment Workers' Union

**Bohdan Hawrylyshyn**  
Director, Center of Education  
in International Management  
Geneva, Switzerland

**The Settings:**

In 1980 and 1981, the Corporation and Society Seminars will be offered at Wye Plantation, Maryland; Hawaii, and Berlin, as well as the traditional Aspen, Colorado, setting. A special Wye Plantation Weekend Series will be initiated in the fall of 1980.

**The Fee:**

The fee for each seminar on The Corporation and Society is \$4000 per participant, or \$4500 if accompanied by a second person. This includes lodgings and meals. Fees vary at locations abroad. More elaborate housing or extra space for children is available at an additional cost.



**Some Non-business Participants  
in Recent Corporation and  
Society Seminars**

**Abdul Aziz Alzamil**  
Vice Chairman and  
Chief Executive Officer  
Saudi Basic Industries Corporation  
Riyadh, Saudi Arabia

**Bette B. Anderson**  
U.S. Under Secretary of the Treasury

**W. Michael Blumenthal**  
Former U.S.  
Secretary of the Treasury

**William M. Dietel**  
President  
Rockefeller Brothers Fund

**William R. Dill**  
Dean of Faculty of  
Business Administration  
New York University

**John W. Gardner**  
Founding Chairman  
Common Cause Inc.

**Mark Green**  
Director, Corporate  
Accountability Research Group

**Charles R. Halpern**  
Director, Institute for  
Public Interest Representation  
Georgetown University Law Center

**Simon Lazarus**  
Associate Director  
U.S. Domestic Policy Council

**Alan S. Morrison**  
Director  
Public Citizen Litigation Group

**Masahisa Naitoh**  
Director, Japan Trade Center

**Christopher Stone**  
Professor of Law  
University of Southern California

**William E. Webster**  
Director  
Federal Bureau of Investigation

**Sandra Willett**  
Executive Vice President  
National Consumers League

**Harold Williams**  
Chairman, Securities and  
Exchange Commission

## 1980 Aspen Institute Executive Seminars

### Executive Seminars

|   |                      |
|---|----------------------|
| January 20-February 2   | Hawaii               |
| February 3-February 16  | Hawaii               |
| February 10-February 23   | Aspen                |
| February 24-March 8   | Aspen                |
| *March 7-9; April 11-13; May 9-11;<br>May 30-June 1             | Wye                  |
| March 9-March 22  | Aspen                |
| April 13-April 26   | Winrock,<br>Arkansas |
| June 1-June 14  | Aspen                |
| June 15-June 29   | Aspen                |
| †July 6-July 19 (two sessions)                                  | Aspen                |
| July 20-August 2  | Aspen                |
| *August 3-August 16 (two sessions)                              | Aspen                |
| †August 17-August 30 (two sessions)                             | Aspen                |
| August 31-September 13  | Aspen                |
| September 14-September 27 (two sessions)                        | Aspen                |
| September 19-21; October 17-19;<br>November 7-9; November 21-23 | Wye                  |
| September 28-October 11 (two sessions)                          | Aspen                |

### Corporation and Society Seminars

|  |        |
|--|--------|
| January 6-January 19   | Hawaii |
| March 2-March 15   | Aspen  |
| June 1-June 14   | Aspen  |
| June 21-June 29  | Aspen  |
| July 20-August 2   | Aspen  |
| September 6-September 14                                       | Aspen  |
| September 12-14; October 3-5;<br>October 24-26; November 14-16 | Wye    |

Note: Each Seminar at Aspen Institute-Wye Plantation meets from late Friday afternoon to midday Sunday on four weekends and covers the full two-week curriculum. Aspen Institute-Wye Plantation, Maryland, is about 70 miles from Washington, D.C.

\*Mortimer J. Adler will moderate the Executive Seminar during the winter/spring weekends at Wye and one of the concurrent Executive Seminars August 3-16 in Aspen.

†Special sessions in which spouses may participate will be held July 6-19 and August 17-30.

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## Aspen Institute Executive Seminars

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### Seminars Staff

Martin Krasney, Executive Director  
Virginia Privateer Corsi, Associate Director  
Eva Popper, Associate Director  
Susan Paris Lewis, Executive Director, Special Institute Projects

## **1981 Aspen Institute Executive Seminars-Tentative**

### **Executive Seminars**

|  |        |
|--|--------|
| January 4-January 17   | Hawaii |
| January 18-January 31  | Hawaii |
| February 1-February 14   | Hawaii |
| February 8-February 21   | Aspen  |
| February 22-March 7  | Aspen  |
| March 6-8; April 10-12; May 8-10;<br>May 29-31                 | Wye    |
| March 8-March 21   | Aspen  |
| March 22-April 4   | Aspen  |
| May 31-June 13   | Aspen  |
| June 14-June 27  | Aspen  |
| July 5-July 18 (two sessions)                                  | Aspen  |
| July 19-August 1   | Aspen  |
| August 2-August 15 (two sessions)                              | Aspen  |
| August 16-August 29 (two sessions)                             | Aspen  |
| August 30-September 12   | Aspen  |
| September 11-13; October 2-4;<br>October 23-25; November 13-15 | Wye    |
| September 13-September 26 (two sessions)                       | Aspen  |
| September 27-October 10 (two sessions)                         | Aspen  |

### **Corporation and Society Seminars**

|   |                      |
|---|----------------------|
| January 4-January 17  | Hawaii               |
| January 18-January 31   | Hawaii               |
| January 31-February 8   | Aspen                |
| March 8-March 21  | Aspen                |
| March 13-15; April 3-5; May 8-10;<br>May 22-24                          | Wye                  |
| April 12-April 25   | Winrock,<br>Arkansas |
| May 31-June 13  | Aspen                |
| June 20-June 28   | Aspen                |
| July 19-August 1  | Aspen                |
| September 5-September 13  | Aspen                |
| September 18-20; October 9-11;<br>October 30-November 1; November 20-22 | Wye                  |

The 1981 calendar is tentative and may be expanded or changed. It is probable, for example, that additional seminars will be held at Baca Grande in Colorado and the Wye Plantation on the Eastern Shore of Maryland near Washington.

**717 Fifth Avenue, New York, New York 10022  
(212) 759-1053**

### **Operating Committee**

The Executive Seminars Operating Committee provides oversight and meets monthly with the Institute staff for planning and development. The committee's co-chairmen are **Lisle C. Carter, Jr.**, President, University of the District of Columbia, and **William Kieschnick**, Vice Chairman, Atlantic Richfield Company.

## **Special Seminars**

The Aspen Institute conducts a number of seminars, workshops and other activities in addition to the Executive Seminars and the Corporation and Society Seminars described above. The Aspen Institute strongly encourages participation by corporate executives in all its activities, including those relating to Governance and its five "thought-leading-to-action" programs concerned with the formulation of humanistic public policy.

The Special Seminars described below focus on particular issues or geographic areas and illustrate the activities planned by the Aspen Institute in which corporate participation is desired.

### **Energy, Ethics and Governance**

Beginning in 1980, the Aspen Institute will offer a one-week seminar on Energy, Ethics and Governance. The new seminar was established in association with the Institute's Energy Committee, co-chaired by Robert O. Anderson, Chairman of Atlantic Richfield Company and the Aspen Institute, and John C. Sawhill, the U.S. Deputy Secretary of Energy on leave from the Presidency of New York University.

The new Energy seminar will address the relations among business, government and private citizens; the role of institutions in dealing with societal problems; and the need for individuals with imagination, innovation and leadership. The Energy seminar will provide a case study of how our complex and interdependent society deals with an issue that reshapes our notions of public and private; domestic and foreign; authoritarian and participatory, and pragmatic and moral. While economic and technological concerns will necessarily be considered, the principal focus of the seminar will be ethical and humanistic.

Sessions of the Energy, Ethics and Governance Seminar will be held in Aspen, March 23-29, June 22-28 and August 31-September 6. The fee is \$2500 for an individual and \$3000 if accompanied by another person.

### **Justice and Society**

A Seminar on Justice and Society, patterned on the traditional Executive Seminar, was offered for the first time during the summer of 1979 by the Institute's Program on Justice, Society and the Individual. The session provided an opportunity for practicing lawyers, corporate counsel, judges, legal educators, public interest lawyers and a number of participants from related disciplines to spend two weeks discussing basic concepts of justice.

This first seminar was co-moderated by Justice Harry A. Blackmun of the United States Supreme Court and Professor Norval Morris of the University of Chicago Law School.

Among the topics selected for discussion were the relationship between law and morality; retributive and distributive justice; freedom of expression and tolerance

for alternative life styles; racial discrimination and affirmative action; gender-based discrimination; international justice and human rights, and the various professional roles of the lawyer.

Two Justice and Society Seminars are scheduled for the summer of 1980, July 13-26 and August 24-September 6. The seminars, like the Institute's Justice Program, are under the direction of Robert B. McKay, former Dean of the New York University Law School.

#### **Arab World**

This two-week seminar, sponsored jointly with the Aspen Institute's Middle East Project, is designed primarily for American leaders and decision makers in business, government, academia and media and serves to introduce them to the history, religion and culture of the Arab World as well as contemporary social, political and economic concerns. The objective of the seminar is to develop better understanding of contemporary issues and relationships with a changing Middle East. Half the participants in each session will be Middle Easterners or persons with a particular expertness in the area.

Two Arab World Seminars will be held in 1980, June 29-July 12 and September 7-20, under the direction of Colin W. Williams, former Dean of the Yale University Divinity School and Director of the Aspen Institute's Middle East Project.

#### **Modern China, Korea and Southeast Asia**

This seminar—under the leadership of Phillips Talbot, President of The Asia Society and a Trustee of the Aspen Institute—focuses on three of the most dynamic areas in the world today. Its goal is to provide insights into how their civilizations have evolved and where they fit in today's interdependent global society. Asians constitute more than half the world's population and have moved vigorously onto the international stage. They have become America's largest trading partners and figure prominently in investment, political and security arrangements. Informed Americans and Europeans are recognizing the need to understand the traditions of Asia as well as the issues that concern that continent today. The Modern China, Korea and Southeast Asia Seminar, to be held in Aspen July 27-August 9, 1980, is a comprehensive introduction to those societies.

#### **Modern Japan**

This seminar, to be offered in Aspen, August 10-23, 1980, responds to a need in the American business community for an in-depth introduction to Japan among executives who are significantly involved with that society or who expect to be. The three parts of the seminar will examine the evolution and contemporary culture of Japanese society as a whole, the structure and

dynamics of business in today's Japan and the current and future policies of Japan as they relate to the United States and other nations.

Conceived and developed by social scientists Daniel Okimoto and Thomas Rohlen, American experts on Japan, the Modern Japan Seminar will use a newly-created anthology of texts by Japanese and Western authorities and will supplement it with films and lectures. The inclusion of leaders from Japanese business, labor, media and government among the 25 participants will assure a rich experience interpersonally as well as intellectually.

#### **Special Seminar Fees**

The fee for two-week Special Seminars is \$4000 for a participant or \$4500 if accompanied by a second person, except the Justice and Society Seminar for which the fees are respectively \$3500 and \$4000.

#### **Special Seminars-1980**

Among the many Aspen Institute activities which are now scheduled and in which corporate participation is encouraged are the following special seminars:

|                              |   |       |
|------------------------------|---|-------|
| March 23-March 29            | Energy, Ethics<br>and Governance          | Aspen |
| June 22-June 28              | Energy, Ethics<br>and Governance          | Aspen |
| June 29-July 12              | The Arab World                            | Aspen |
| July 13-July 26              | Justice and Society                       | Aspen |
| July 27-August 9             | Modern China, Korea and<br>Southeast Asia | Aspen |
| August 10-August 23          | Modern Japan                              | Aspen |
| August 24-September 6        | Justice and Society                       | Aspen |
| August 31-September 6        | Energy, Ethics<br>and Governance          | Aspen |
| September 7-<br>September 20 | The Arab World                            | Aspen |

#### **Special Seminars-1981**

Corporate participation will be welcomed in all Aspen Institute activities in 1981. Dates will be announced for special seminars on Justice and Society; The Arab World; Modern Japan; and Modern China, Korea and Southeast Asia. At present, dates have been established for only the following special seminars:

|                       |                                  |       |
|-----------------------|----------------------------------|-------|
| January 18-January 24 | Energy, Ethics<br>and Governance | Aspen |
| March 22-March 28     | Energy, Ethics<br>and Governance | Aspen |
| June 21-June 27       | Energy, Ethics<br>and Governance | Aspen |
| August 30-September 5 | Energy, Ethics<br>and Governance | Aspen |

## **Seminar Sites**

The Aspen Institute's Executive Seminars, Corporation and Society Seminars, special seminars and other activities are held at a variety of locations in the United States and abroad.

The Executive Seminars concentrate during summer and late winter at the campus in **Aspen, Colorado**, where the Institute began in 1949. The 120-acre site there includes meeting rooms, an auditorium, a library, an art gallery, lodgings, dining rooms and a health center.

**Historic Wye Plantation** on the Eastern Shore of Maryland is Arthur Houghton's generous gift to the Institute and provides ready access to Washington, D.C. Guests are housed in newly-renovated buildings at this beautiful rural retreat.

**Punalu'u**, on the Black Sand Beaches of the Big Island of Hawaii, has a gentle climate and a serene tropical setting. The participants reside in studio apartments at SeaMountain.

**Baca Grande** is the Institute's new Western-style "pioneering" facility near Crestone in south-central Colorado.

**Aspen Institute Berlin** serves as a crossroads facilitating interaction among North America, Western Europe and Eastern Europe. Meetings are held in the Institute's converted mansion, a gift from the City of West Berlin.

**Winrock International**, situated on top of Petit Jean Mountain near Morrilton, Arkansas, will be the location of the first Executive Seminar held outside Aspen Institute premises. Participants will reside in the guest accommodations built there by Winthrop Rockefeller.

## **The Aspen Institute for Humanistic Studies**

The Aspen Institute for Humanistic Studies is a continuing experiment to help shape a world in which there is individual freedom, creativity and fulfillment as well as social justice and fairness.

This goal is difficult and challenging in an increasingly complex society. To wrestle with the critical issues of our time from a human-centered viewpoint, the Aspen Institute brings together some of the ablest people from all sectors of society, worldwide. The Institute gives them a unique means to debate their convictions and define policies needed to enhance the human condition—while there is still time to make choices.

The Institute has become a catalyst by which people who make or influence decisions can convert ideas and values into action. It encourages individuals and institutions to reach beyond their self-interest and try to form a more humane future.

In addition to the Executive Seminars—which bring together leaders from business, labor and the academic and public sectors to discuss the relevance of the great ideas of mankind to contemporary issues—the Institute has ongoing programs that concentrate on five areas of concern: International Affairs; Communications and Society; Justice, Society and the Individual; Science, Technology and Humanism; and Education for a Changing Society.

As a central theme, the Institute is undertaking a sustained examination of crucial issues of Governance: How should we govern and be governed? Subjects include Financing the Future; Human Rights; Energy; The First 20 Years of Life; Ethics, Religion and Governance; and Work, Industrial Policy and Society. The Institute also integrates able people from various global regions in all its activities and studies issues of concern to these areas.

The Institute has an extensive publishing program that produces and disseminates books and monographs based on its meetings and concerns.

The Aspen Institute is independent, international, nonpartisan and nonprofit. It is directed by an international 37-person Board of Trustees, representing all sectors of society, and a global network of Special Advisers and participants. It is supported by foundations, individuals, corporations, and grants from national and international public organizations. Its central office is in New York City, and it has major centers of activity in Aspen, Colorado; at Wye Plantation outside Washington, D.C.; and in Berlin, Hawaii and Tokyo.





## **Aspen Institute for Humanistic Studies**

**717 Fifth Avenue  
New York, New York 10022  
(212) 759-1053**

**\*Robert O. Anderson**, Chairman of the Board, Aspen Institute  
for Humanistic Studies

**\*Joseph E. Slater**, President and Trustee of the Aspen Institute  
for Humanistic Studies

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### **Program Council**

**J. E. Slater**, Chairman, Program Council

**Ernest L. Boyer**, Special Adviser to the Institute

**Lord Bullock**, Aspen Institute Fellow; Special Adviser

**Douglass Cater**, Aspen Institute Senior Fellow

**Harlan Cleveland**, Director, Aspen Institute Program in International Affairs

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